



**RICHARD**

Team member



**SARAH**

Team member

## SCENARIO

# Geographic Implications

## Employee Perspective

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### Discussion Questions

- What issues do you identify in this scene?
- Using the Decision-Making Model as a guide, what values are at play in this scene? How might the issues be presented in a way that focuses on their shared concerns and sets them up for a productive conversation?
- What might the characters say, and how could they open a discussion? What would it sound like, and to whom would it be addressed?
- What strategies to communicate and resolve the problem would you use if you were in the characters' position? And what would you say?

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### Additional Discussion Questions

- How can managers and employees bridge the difficulties given the challenges of geography and culture? How can they build trust between them?
  - What would a positive workplace culture look like in this context?
  - How might you prevent issues such as these from arising, or discover them before they become difficult to handle?
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# Geographic Implications

## Employee Perspective

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### Scenario Summary

Richard and Sarah, coworkers at a shipyard site outside the United States, discuss their manager, Eric, who lives in the U.S. Richard and Sarah share their frustrations about Eric, feeling that he doesn't trust them to make good decisions and that the distance between them makes it hard for them to feel comfortable speaking up about project issues. In addition, they feel Eric doesn't respect their time, as he sets meetings late at night their time. They also describe how his consistent American sports references alienate them. They are left considering how to handle a potential project issue.

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### Key Learning Points

- Richard and Sarah feel alienated and distant from a manager who is not on site, works a different shift, and works at multiple locations or otherwise is not always present. This has the potential to impact their ability to feel comfortable speaking up and raising concerns.
  - To prepare for their discussion with Eric, Richard and Sarah should first try to find a way to connect with Eric around common concerns. By approaching the conversation this way, they can turn it into an exercise in working together to find a solution to a common problem.
  - Richard and Sarah describe an issue they face with the project. When discussing the issue with Eric, they can frame their perspective through the lens of respect.
  - Eric has his own reasons for the positions he takes and his behaviors; Richard and Sarah should consider them in how they frame their concerns to him. They should also ask questions to understand his perspective and be open to listening to his views.
  - Richard and Sarah can look to other peers, their HR business partner, or their Local Ethics Officer for help in preparing for a successful conversation. A third party can provide feedback and help them work through how to approach both Eric and the issues they face.
  - When talking about the team dynamic, Richard and Sarah can connect to the value of respect for their time zone and culture.
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